

Franklin Senior Center: 7 Year Vision Action Plan

A. STAFFING/ADMINISTRATION AND VOLUNTEERS

GOAL: To ensure that all Staff and Volunteers are adequately trained to carry out the mission of the Franklin Senior Center.

STRATEGY	IMPLEMENTATION TACTICS	INDIVIDUAL RESPONSIBLE	COMPLETION TARGET DATE/ ACTUAL DATE
1. Define roles and responsibilities of Staff and Volunteers	<ul style="list-style-type: none"> a. Review current job descriptions and meet with individual staff to discuss responsibilities b. Develop description of volunteer roles for all volunteer opportunities in Senior Center detailing responsibilities c. Develop a system for the Senior Center to successfully operate in the absence of the Director d. Cross- Train staff and volunteers to provide consistent knowledge and answers to various questions e. Hire and establish expectations for new Program/Volunteer Coordinator and Community Social Worker f. Define Health and Wellness position, setting responsibilities and expectations g. At least one Director become a notary 	Director and Deputy Director	December 2023 and ongoing
2. Provide ongoing training and learning opportunities for Staff and Volunteers	<ul style="list-style-type: none"> a. Set bi- annual trainings/ inservices for staff to develop and hone in on skills. b. Develop orientation and training for various volunteer positions at Senior Center c. Work with My Senior Center to train staff to use system appropriately d. Apply and become a Nationally Accredited Senior Center (NICS) e. Obtain MCOA Director Certification when eligible 	Director and Deputy Director	December 2023 and ongoing
3. Set expectations for Communication and Boundaries	<ul style="list-style-type: none"> a. Continue to develop better system for expectations and communication needs between and amongst staff and/or volunteers b. Provide training on boundaries, specifically working in municipal government and social services. 	Director and Deputy Director	December 2023 and ongoing

<p>4. Evaluate staffing needs and programs</p>	<ul style="list-style-type: none"> a. Continue to learn community needs and compare data to needs of staffing b. Hire a 2nd FT Social Services Position c. Develop annual surveys for all programs and review as well as a system to determine when time to cancel a program if applicable d. Meet with staff bi-annually to discuss needs and goals for their programs 	<p>Director and Deputy Director</p>	<p>December 2023 and ongoing</p>
<p>5. Active COA/FOFE Presence</p>	<ul style="list-style-type: none"> a. All members of COA/FOFE should be active and present- participating in at least one program/month b. Encourage FOFE to be in foreground and provide more fundraising opportunities 	<p>Director and Deputy Director, COA, FOFE</p>	<p>December 2024 and ongoing</p>

B. PROGRAMMING AND AMENITIES

Goal: Provide opportunities, amenities and programs for the aging population at the Franklin Senior Center.

OBJECTIVE (S)	ACTIONS NEEDED	INDIVIDUAL RESPONSIBLE	COMPLETION TARGET DATE/ ACTUAL DATE
1. Hire/ Train and set expectations for Program & Volunteer Coordinator	<ul style="list-style-type: none">a. Set up Program & Volunteer Coordinator for successb. Work on partnering with local organizations for affordable programsc. Program Coordinator work with the Director to market and promote programs (flyers, social media, etc.)d. Develop better and more accurate system to track data utilizing My Senior Centere. Revamp Trips/ Best of Timesf. Work on developing more lifelong learning opportunities (i.e. Dean College, Tri County, etc)g. Develop contracts for providers of programsh. Organize supplies/closets and put system in place to make sure needs are meti. Encourage the use of My Senior Center amongst all staff and members to increase accuracy and informationj. Provide more afternoon and evening programming	Director, Deputy Director, and Program & Volunteer Coordinator	March 2024
2. Develop and provide more Programs and Evaluations/Surveys	<ul style="list-style-type: none">a. Have consistency with amenities/ contracted providersb. Develop system to determine sustainability, timeline, consistent participation as well as need of programsc. Define expectations for programsd. Provide more specific technology classese. Gather more community input/suggestion box	Director, Deputy Director, and Program & Volunteer Coordinator	March 2024
3. Buy a Bus! (also discussed in Transportation section)	<ul style="list-style-type: none">a. Work with town to purchase a busb. Hire and train a driverc. Identify, develop and provide transportation services for programs and fields trips for seniors in community	Director, Deputy Director, and Town Administration	July 2024

C. SOCIAL SERVICES

Goal: To serve as a resource to the community for social services needs, providing awareness and education of resources, advocacy, and continue to develop outreach and partnerships.

OBJECTIVE (S)	ACTIONS NEEDED	INDIVIDUAL RESPONSIBLE	COMPLETION TARGET DATE/ ACTUAL DATE
1. Provide awareness and education of Social Services resources	<ul style="list-style-type: none">a. Develop a Resource Center at Senior Centerb. Develop and continuously update resource guide, making sure up-to- datec. Educate community of services availabled. Work in collaboration with other Senior Centers for various supportive services (Low Vision, Hearing, Dementia, etc.)e. Develop and keep up to date list of homebound/high risk/ incase of emergency listf. Reevalue and restructure Low Vision program and other supportive programming needs	Director, Deputy Director, and Community Social Worker, COA	December 2026 and ongoing
2. Advocate and Develop Partnerships/Outreach	<ul style="list-style-type: none">a. Work with housing and representatives to develop better working relationshipb. Serve as resource to area health providers in connecting patients to community and eldercare resourcesc. Strengthen and provide outreach specifically to senior housingd. Continue to build trust with town and state administration as well as the communitye. Become Age Friendly Certified (AARP)f. Continue to provide education and outreach on Dementia/Alzheimer'sg. Keep up with the trends and needs of communityh. Advocate and educate community and administration of needs (ex. Homelessness, food insecurity, housing, etc.)i. Make Community connections (ex. Career centers, etc.)	Director, Deputy Director, and Community Social Worker, COA	December 2026 and ongoing
3. Define roles and training of Community Social Worker(s)	<ul style="list-style-type: none">a. Hire, train, and set expectations for community social worker.b. Build expectation for social services to be case management based, only working with members	Director, Deputy Director, and Community Social Worker	March 2024 and ongoing

	<p>that live in Franklin; boundaries, unconscious bias, & ethics trained</p> <ul style="list-style-type: none">c. Hire 2nd FT Community Social Worker- large service are and most comparable towns have 2d. Set Boundaries/ Time Management needs- consistency with walk-inse. Provide continuing education opportunities for social services stafff. Develop internship with local colleges- define roles, responsibilities, and expectationsg. Provide evening hours for social servicesh. Emergency Button/ Lock for office area		
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D. FISCAL/ BUDGET

Goal: To continuously evaluate and look for funding opportunities to provide subsidized services and programs to the community.

OBJECTIVE (S)	ACTIONS NEEDED	INDIVIDUAL RESPONSIBLE	COMPLETION TARGET DATE/ ACTUAL DATE
1. Work with FOFE to create a concrete and sustainable funding plan	a. Work with Fofe to evaluate funding needs- keeping in mind recession and inflation b. Encourage FOFE to put on more fundraising opportunities throughout the year (i.e. Souperbowl, Winter Wonderland, etc.)	Director, Deputy Director, FOFE	December 2027 and ongoing
2. Set up system to continuously evaluate revenue/ expenses	a. With multiple accounts, continue to gain better understanding and fine tune expense/ revenue tracking system b. Collect data to back up the need for more funding (i.e. another FT Social Worker, office supplies, memberships/dues, etc.) c. Work with Treasurer Dept to make sure handling of money continues to be successful and reconciled d. Evaluate what Senior Center purchases are needed annually	Director, Deputy Director	December 2023 and ongoing
3. Work with town on budgetary needs and audit	a. Work with town administration with JAQ- disparity with wages for staff b. Continue to work hand in hand with finance and town administration to advocate for budget for Senior Center	Director, Deputy Director, Town Administration, Financial Dept.	December 2023 and ongoing
4. Continuously apply for grants and outside funding as applicable	a. Look and apply for outside funding to subsidize programs b. Educate on grant writing, apply to grants i. Help subsidize fitness/ health and wellness programs	Director, Deputy Director	December 2023 and ongoing

E. CAFE/ NUTRITION

Goal: Cook subsidized meals and offer nutrition classes within a functionable and sustainable cafe for the aging population at the Franklin Senior Center.

OBJECTIVE (S)	ACTIONS NEEDED	INDIVIDUAL RESPONSIBLE	COMPLETION TARGET DATE/ ACTUAL DATE
1. Delegate and manage expectations in kitchen	<ul style="list-style-type: none">a. Develop system and work with various vendors for “shopping around” to buy best product for \$ keeping in mind inflation/supply chain issuesb. Figure out systems and fine tune expectations in kitchen, defining rolesc. Work on consistency with volunteers, fine tune coverage system so never “low” on staff/volunteers	Chef and Kitchen Manager, Director, and Deputy Director, Volunteer Coordinator	December 2024 and ongoing
2. Obtain a Credit Card (for all programs, but specifically for Cafe)	<ul style="list-style-type: none">a. Obtain data to advocate for having a credit card<ul style="list-style-type: none">i. Currently Director’s are having to buy food/products personally and get reimbursed- limited to how much can spendii. Credit card would mainly be utilized to buy food/supplies for cafe, but can be used for programs (canvases for art class, decorations for parties, etc.)	Director and Deputy Director	July 2025
3. Develop nutrition programs and surveys to evaluate success of cafe whilst continuing to keep a close eye on expenses/ revenue	<ul style="list-style-type: none">a. Provide nutrition/cooking classesb. Gather Community input through annual surveys and community discussions with chefc. Continuously evaluate expenses/revenue to make sure the cafe is sustainable.	Chef and Kitchen Manager, Director, and Deputy Director	December 2023 and ongoing

F. HEALTH AND WELLNESS

Goal: Improve and increase focus, funds, and programming for all health and wellness activities.

OBJECTIVE (S)	ACTIONS NEEDED	INDIVIDUAL RESPONSIBLE	COMPLETION TARGET DATE/ ACTUAL DATE
1. Develop calendar of engaging and relevant programming	<ul style="list-style-type: none">a. Be more consistent with health and wellness programsb. Constantly evaluate trends, adapt, and provide interesting, up to date, and engaging programs	Director, Deputy Director, Health and Wellness Nurse, Program/Volunteer Coordinator	December 2030 and ongoing
2. Increase and improve fitness program	<ul style="list-style-type: none">a. Need for more space for functional gym and updated equipment<ul style="list-style-type: none">i. Work with Adirondack Club to keep gym equipment up to dateii. Switch computer room and gym to provide more spaceiii. Looking at Milford Senior Center- possibility of having a fitness directorb. Develop contract/ official policies for fitness classes as well as gym usage.c. Health and Wellness nurse to document and utilize My Senior Center for accurate datad. Provide variety of exercise programs to meet fitness levels of community	Director, Deputy Director, Health and Wellness Nurse, Program/Volunteer Coordinator	December 2030 and ongoing
3. Apply to Grants/Funding to help subsidize programs	<ul style="list-style-type: none">a. Apply to grants to improve and subsidize fitness programs and keep equipment and supplies in working conditionb. Market and Outreach fitness and health & wellness programs, on top of gym usage	Director, Deputy Director, Health and Wellness Nurse, Program/Volunteer Coordinator	ongoing

G. SUPPORTIVE DAY/ DEMENTIA

Goal: Provide high quality, dementia informed, and engaging adult day services to members of the community to help them age in place.

OBJECTIVE (S)	ACTIONS NEEDED	INDIVIDUAL RESPONSIBLE	COMPLETION TARGET DATE/ ACTUAL DATE
1. Develop consistent staff training and policies	<ul style="list-style-type: none">a. Be experts in Dementia for the community<ul style="list-style-type: none">i. Have Supportive Programming Coordinator become a Certified Dementia Practitionerb. Develop consistent training system and policies for staff and volunteers concerning Dementia and the Supportive Day Program<ul style="list-style-type: none">i. Overlap rotating volunteers to make smoother transition between staff changesii. Need for staff to take breaksiii. Be consistent with policies (discharge, attendance, appropriateness, etc.)iv. Variety of activities and programs to engage and socialize the members of the supportive day programc. Streamline a system for staff coveraged. Set expectations for supportive programming coordinators and staff<ul style="list-style-type: none">i. Understanding budget, flexibility, and boundaries	Director, Deputy Director, Supportive Programming Coordinator	December 2024 and ongoing
2. Continue Advocacy and Education to make Franklin a Dementia Friendly Community.	<ul style="list-style-type: none">a. Educate and advocate the Supportive Day Program and the Caregiver Support Groupb. Provide community with dementia and alzheimer's educational and lifelong learning experiences	Director, Deputy Director, Supportive Programming Coordinator	ongoing

H. FACILITY/ SPACE

Goal: To define, evaluate, and organize facility, in conjunction with DPW and Facilities, to support all the programs and services provided at the Franklin Senior Center

OBJECTIVE (S)	ACTIONS NEEDED	INDIVIDUAL RESPONSIBLE	COMPLETION TARGET DATE/ ACTUAL DATE
1. Develop relationships with DPW and Facilities	<ul style="list-style-type: none">a. Develop Signage<ul style="list-style-type: none">i. Put sign on beaver street entranceii. No thruway signiii. Light on Sign on Oak Street for Night time Programsb. Work on communication and expectations amongst Senior Center and DPW/Facilities<ul style="list-style-type: none">i. Schedule of when doing outside workii. Set expectations for cleanliness, snow/leaf removal, and assistance with facility needs (painting/ cracks/ repairs)c. Figure out system to better heating/AC needs throughout Senior Center	Director, Deputy Director, DPW, Facilities	ongoing
2. Define space and organize/declutter	<ul style="list-style-type: none">a. Manipulate spaces and keep up with current trends<ul style="list-style-type: none">i. Bigger gymii. No need for huge computer labiii. Build Pickleball Courtb. Updating Furniture (i.e. lobby, supportive day, etc.)c. Declutter/ Organize each closet, and develop system to shred and/or digitize all files	Director, Deputy Director, Facilities	ongoing

I. TRANSPORTATION

Goal: To provide reliable, consistent, and opportunities for transportation for seniors in the community.

OBJECTIVE (S)	ACTIONS NEEDED	INDIVIDUAL RESPONSIBLE	COMPLETION TARGET DATE/ ACTUAL DATE
1. Buy a Bus!	<ul style="list-style-type: none">a. Work with town to purchase a busb. Hire and train a driverc. Develop and provide sustainable transportation services for programs and fields trips for seniors in community<ul style="list-style-type: none">i. Determine how work in conjunction with GATRA	Director, Deputy Director, Town Administrator	July 2024
2. Work and develop relationship with GATRA	<ul style="list-style-type: none">a. Advocate and work hand in hand with GATRA's services<ul style="list-style-type: none">i. GATRA services to major medical facilities (Milford/Attleboro)ii. Sustainability for free GATRA through ARPA fundsiii. GATRA's marketingiv. GATRA's consistency and reliability	Director, Deputy Director	ongoing

J. MARKETING

Goal: To develop trending, informative, and eye catching marketing and outreach materials to advocate for all services and programs provided at the Senior Center.

OBJECTIVE (S)	ACTIONS NEEDED	INDIVIDUAL RESPONSIBLE	COMPLETION TARGET DATE/ ACTUAL DATE
1. Hire and Train Program Coordinator	a. Update and work with Senior Center website b. Post consistently on social media platforms c. Be consistent with timing of newsletters and flyers	Director and Deputy Director	March 2024 and ongoing
2. Develop marketing materials and consistently utilize and market	a. Develop brochures for Senior Center's various services and programs as applicable b. Build a resource center and an up to date resource guide for community c. Brand and promote senior center through community d. Connect with newspapers to promote programs and services e. Work with Franklin TV, Steve Sherlock, Alan Earls, etc. to promote and provide relevant and current programs f. Market and provide social media opportunities for all groups and programs	Director, Deputy Director, Program/Volunteer Coordinator	Ongoing
3. Connect with partnerships and apply for funding	a. Increase outside/internal partnerships b. Funding for marketing needs	Director and Deputy Director	Ongoing

K. OUTREACH/ ADVOCACY

Goal: Serve as the resource and advocate for the aging population in the community.

OBJECTIVE (S)	ACTIONS NEEDED	INDIVIDUAL RESPONSIBLE	COMPLETION TARGET DATE/ ACTUAL DATE
1. Hire Full Time Social Worker(s) and Program/Volunteer Coordinator	<ul style="list-style-type: none">a. Hire a second full time social workerb. Develop resource center/guide as well as marketing materials for programs and servicesc. Educate community of what Senior Center is/does- what services providesd. Redevelop brand and establish center as resource for all seniors	Director, Deputy Director, Senior Center Staff	ongoing
2. Develop resources and partnerships	<ul style="list-style-type: none">a. Work with local organizations and health care providers to develop partnerships to advocate for eldercare resourcesb. Improve grant writing skills and apply as applicablec. Partner with other senior centersd. Educate and make Community both age and Dementia Friendly.	Senior Center Staff	ongoing
3. Ongoing evaluation of needs and services	<ul style="list-style-type: none">a. Figure out how COA board is involved in advocacyb. Work with COA to find voice in communityc. Gain more awareness of what seniors/ the communities needs are	Director and Deputy Director, COA	ongoing